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CAREER SERVICE PANEL  
Minutes of the Meeting  
7 June 1971

Attendees:

Chairman

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Recording Secretary

Absentees:

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1. The Chairman called the meeting to order at 0907 hours.
2. There were no additions to the Agenda for 7 June 1971.
3. Minutes for 3 May 1971 were approved by the Career Service Panel members present.
- 25X1A9a 4. [REDACTED] reported the following:

PROMOTIONS:

25X1A9a [REDACTED] - GS-12 to GS-13 - Phys Scien-Res - An/ORD  
25X1A9a [REDACTED] - GS-14 to GS-15 - Phys Scien-Res - Optics/ORD  
25X1A9a [REDACTED] - GS-5 to GS-6 - Secretary Steno - AP/ORD

RETIREMENT:

25X1A9a [REDACTED] Contract Admin. - GS-12, Support Staff/ORD - 28 May 1971.

ADDITIONS:

25X1A9a [REDACTED] C/Optics/ORD - 1 June 1971 - SPS 004 - Transferred from NPIC.

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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4. (Continued)

RESIGNATIONS OR TRANSFERS:

None

TRAINING:

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1. [REDACTED] GS-14, BSD/ORD was recommended by the Agency to the Civil Service Commission for the Fellowships in Congressional Operations, 1971-72 as of 14 April 1971.

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2. [REDACTED] has been nominated by the Agency for the Residential Program in Executive Education at the Federal Executive Institute, Charlottesville, Va., for the session running from 29 August - 22 October 1971.

MISCELLANEOUS NOTES:

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Effective 1 June 1971, [REDACTED] will represent DD/S&T on the Management Advisory Group Committee (MAG) for one year.

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5. [REDACTED] reported to the Panel as follows:

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- a. His committee had prepared a written report but it was not ready for the other two members of the committee to read before the meeting. After review by Messrs. [REDACTED] it will be distributed to the members of the CSP and become part of the CSP minutes.

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- b. [REDACTED] stated that the CSP has discussed many factors that should go into the Career Development Program, and it is time to start a program and review the results.

- c. ORD will not be able to decide what the Career Development Program should be until it tries to involve ORD employees in rotation, professional development efforts, involvement in managerial activities, decide on the use of a two-track system -- professional or managerial on technical efforts.

- d. ORD should involve ORD professionals into management sessions and assign them to and make them responsible for certain management activities.

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- e. [REDACTED] moved that the CSP appoint the current special ORD Career Development Committee, which is reviewing the aspects of the ORD career development to undertake a career development plan which can be presented to the CSP at the next meeting and then get underway with it.

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- f. Recommend that the CSP be involved in the effort of career development much earlier than practiced now. [REDACTED] suggested that when an applicant is being interviewed for a position with ORD

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5. (Continued)

f. (Continued)

that the division chief should engage in discussion with Panel members as to what plan he has for the man within ORD and the Agency. He also suggested that ORD bring on board specialists as reserve employees.

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[REDACTED] : Questioned the desirability of focus and emphasis on individual careers. He agreed that the individual aspect must always be kept in sight but that there was also an R&D job to be done. Is there enough attention being paid to basic R&D objectives to be achieved in the Agency? If rotation will seriously affect our ability to achieve urgent R&D goals, it may be a questionable direction to go.

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[REDACTED] : We have these R&D tasks to be done in the divisions, and it is difficult to move a man in the middle of the tasks.

[REDACTED] : The Panel members have been talking about competitive evaluation and the fact that "A" rated individuals are always promoted. I don't subscribe to the fact that a man has been rated "A" and he should be promoted. ORD should look at how they can make each one of the ORD employees better. It is not going to be an easy task. However, I think it will result in a better employee.

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[REDACTED] I agree with getting the job done and making a man happy professionally. I would like to suggest that the Career Development Committee get a general program drawn up in order that we can put on paper and surface what we disagree on and come back to the committee for opinions. This would be a draft proposal - a framework around which discussion can be made.

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[REDACTED] : The draft is not going to be perfect; it is bound to be contested. We have to start the program in ORD if we are going to get approval from others outside of ORD. If we are going to be the R&D service, we have to make others aware of what we have done.

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[REDACTED] : This is true - particularly true in the environment we live in. We cannot present our case in COMMO or OEL unless ORD has explored the possibilities with them.

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[REDACTED] Most important aspect of this kind of talk is that you establish some credibility factor with other components. I have been involved in discussions with the NPIC Career Board, and they are having the same kind of problems. This discussion is very real within other Career Boards. ORD should get contacts outside of ORD established and

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25X1A9a<sup>5</sup> (Continued)

[REDACTED] (Continued)

try to work out an exchange with other Agency components. The foregone conclusion is that it is going to be beneficial.

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[REDACTED] : There will have to be many discussions between the division chiefs and his people before a plan can be presented for approval to the CSP. We must know how rewarding, productive and valuable an employee is by using rotation within ORD.

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[REDACTED] ORD is supposed to be composed of experts. If you make the employee too broad - knowing a little bit about everything - he might not be able to focus on one endeavor.

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[REDACTED] : A transfer of an employee should be made on the basis of individual endeavors and tasks. The committee should look around at what opportunities exist on the outside. If opportunities do not exist, the program should be discarded. In MBSD, we do not have a match within ORD, but we could match with the Agency such as the Psychological Staff, Medical Staff, or OSI. I am sure the same thing is true in the other divisions.

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[REDACTED] : Why doesn't ORD test its theory against some practical cases? If there is no opportunity on the outside, ORD should not proceed, In support of a division chief's view, my division could stand one man "in" and one man "out." If the man I took "in" was doing the job and in grade long enough, I would take the switch on a year's basis. It would have to be a fair exchange. Switch a deputy chief within ORD. Example: [REDACTED] P-C/ORD for [REDACTED] RP/ORD. This would be acceptable. If we could work with ORD, then ORD could take the same approach on the outside. It is suggested that each division chief surface the names of perhaps three men from each division for such a switch and then two divisions can work out a switch. The division chief would approve the final choices and then ORD could go ahead and arrange it.

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[REDACTED] ORD would get the most benefit out of this action if it became involved in rotating people within other Agency components.

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[REDACTED] Is there a possibility of a mechanism to force Career Service Boards to interact?

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[REDACTED] : Someone should approach other Agency Career Boards and get a reading of their thinking on this approach to Career Development.

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25X1A9a [REDACTED] The first business for CSP/ORD is to read [REDACTED] draft.

[REDACTED] : We ought to get unanimity of agreement between members of the CSP as to what would be the ideal program for internal and external rotation. The information should be sent to the CSP members for review. The members should state their views on the program and send them back to the Panel. ORD then could go to the DD/S&T Career Board stating our policies and requesting a mechanism to exchange with other Career Service Boards. There is no formal mechanism. ORD cannot be the "top dog" in this.

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[REDACTED] Couldn't the CSP/ORD get some attitudes from the divisions as to whether ORD internal rotation should take place or not? Could we get a percentage of people a division would have to rotate and the length of time it would take to accomplish this?

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[REDACTED] One man for Optics.

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[REDACTED] I am for both - no reason to keep it internal or external. Both have merit. Timing becomes important.

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[REDACTED] : Two people in one year periods rotated outside of ORD is more realistic.

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[REDACTED] Would rotation within ORD be a mutual agreement between division chiefs or should it be a direct transfer from the office of D/ORD?

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[REDACTED] It would seem that it should be an agreement between various people: the employee, the division chief and D/ORD.

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[REDACTED] We should be clear about the mechanism and how it is selected. The division chief should agree, the individual should agree and the CSP or D/ORD should agree before it is an acceptable arrangement.

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[REDACTED] : All the requirements on the rotation exercise would be met if the division chief and his employee have been working together to generate a career plan. ORD should resolve the problem of rotation in ORD and get some of the mechanism straightened out here. Then, when we go forward, we would have background information.

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[REDACTED] There are a limited number of people from outside of ORD that can fit in an R&D situation.

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[REDACTED] The initial view on rotation should be the training of the individual in a specific and rational purpose. He might not want to come back to ORD but at least you have provided the employee and the Agency with a better opportunity.

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[REDACTED] Historically, division chiefs have opposed transfers. The employee usually finds something for himself or he resigns.

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[REDACTED] : In some cases, the employee has received some assistance from CSP members.

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[REDACTED] Couldn't ORD use Colonel White's memo on Inter-Directorate Rotation, dated 22 April 1971 as a basis to go ahead with this program? It would seem that more management people would show an interest in rotation and may make establishment of mechanism on rotation a little easier.

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[REDACTED] I believe NPIC would be agreeable. My experience with OSP at NPIC was that they usually get a man "in" but do not let a man transfer "out."

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[REDACTED] Suggested the following:

1. ORD Career Development Committee try to identify key problems of rotation where the Panel will have differences of opinion.
2. Table all key problems.
3. Get the views of everybody concerned and see if the committee can come up with a solution.
4. Make a survey on how much emphasis in the Career Plan should be on improving the man or getting the job done. This is the key to the rotation plan.

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[REDACTED] : Can't ORD find out from other Career Service Boards if rotation might be welcomed and transfers acceptable on a one year basis?

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[REDACTED] : Won't get the DD/S&T Board to make any statement unless ORD has a definite program.

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[REDACTED] : In summary:

1. Are you interested in a Career Development Plan of do you want a series of questions answered?
2. Mechanism on fulfillment of the plan as a 2-track system for employees such as (a) scientific or (b) managerial; and (a) by SPS or (b) by GS.
3. How you entail the experience of the individual:  
(a) scientific route: sabbatical leaves, technical meetings, presentation of papers, etc.; (b) managerial: training schools, etc.
4. A system of rotation within ORD.

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[REDACTED] : Suggested circulation of draft containing answers to questions raised above and have CSP members make specific comment. The draft should provide a general policy of what the plan should be. The CSP is not the total responsible body for the career of an individual - the division he works for is also responsible for him.

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[REDACTED] : There will be a meeting of the Special ORD Committee on Career Development at the earliest convenient date to resolve whether we put out a report or issue a statement. We will then submit to the CSP members for their views.

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25X1A9a 6. The CSP then took up the matter of discussion on competitive evaluations as set forth in ORD-3003-71 presented by [REDACTED] stated that perhaps consideration should be given by the CSP as to whether ORD should or should not establish a time-in-grade requirement for grades 10 through 14. Discussion followed on competitive evaluation ratings "A," "B," "C," and "D." The following comments were made:

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[REDACTED] Suggested that CSP/ORD not rate an employee "A" unless division chief rates employee "Outstanding" on his fitness report. It would be fitness reports correlated with "A" rating. We need to review problems related to fitness report ratings, as well as evaluations. We realistically need more and better exposure to individuals, i.e., technical briefings, etc.

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[REDACTED] The rating of "Outstanding" is concerned with the job and the employee's ability to perform. The evaluation rating of "A" is how the employee stands with his peers.

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It has been my observation in the CSP that when an individual is called an "A" it has reflected the present and "outstanding" qualities as well as future projection and comparison with others. Note the almost immediate promotion requests outlining the sterling and "outstanding" qualities of the individual. I do not believe you can realistically separate the two - it seems obvious that if the individual was not doing an "outstanding" job, one would not have a real basis for the "A" rating. The "A" rating in effect tells us - "will sustain outstanding performance"; particularly when our average tends to be a "B" rating. In addition, we should handle the "A" rated individuals in a more than routine manner.

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It would seem the employee we should help is the one not doing well enough in the competitive evaluation and fitness reports.

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Read excerpts written by [REDACTED], Executive Officer, Office of Personnel commenting on [REDACTED] proposed career development program.

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[REDACTED]: Fitness reports evaluate one year's service against specific duties. Competitive evaluation is the career point of view versus long-range plans. [REDACTED] asked that the CSP members think about the time-in-grade requirement and be prepared to make a decision at the next CSP meeting on 12 July 1971. He asked the Recording Secretary to put it on the agenda for that time. [REDACTED]

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[REDACTED] also pointed out that the Agency has pulled out the regulation on time-in-grade and there is no time-in-grade needed for promotion. He suggested that CSP use Mr. [REDACTED] averages as guidelines and have it available when the Panel does a competitive evaluation.

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7. Members of the Panel asked for the Computer Listing Attachment listed on ORD -3003-71. [REDACTED] said it would be distributed.

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8. [REDACTED] moved that [REDACTED] be recommended for promotion from GS-13, step 4 to GS-14, step 1. [REDACTED] seconded the motion. Vote was unanimous of those members present.

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9. [REDACTED] moved that [REDACTED] be recommended for promotion from GS-13, step 3 to GS-14, step 1.

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10. [REDACTED] moved that the promotion action on [REDACTED] be brought up for discussion and decision at the next meeting of the Career Service Panel, scheduled for 12 July 1971, for the following reasons: (a) Circulated to the CSP members too late for review; and (b) two members of the CSP/ORD were not present. The motion was seconded by [REDACTED]. Four members voted in favor of the motion; three members opposed the action. Motion carried.

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11. During discussion on Brookings Institution, [REDACTED] indicated that he was not impressed with the course that he took recently - a much more effective job is done by the Federal Executive Institute.

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12. There were no nominees for the Brookings Education Programs for Federal Executives 1971 - 1972.

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13. [REDACTED] suggested that [REDACTED] should be considered for the Harvard Management Development Program.

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14. [REDACTED] moved that the recommendation to submit the name of [REDACTED] An/ORD as a possible nominee for Program for Management Development, Harvard be approved. [REDACTED] seconded the motion. Vote was unanimous of those members present.

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15. Competitive evaluations for GS-14s will be done in July. Reviewer assignments will be sent to the CSP members.

16. The next meeting of the CSP was scheduled for 12 July 1971.

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17. [REDACTED] made a statement of intent to promote [REDACTED] from GS-11 to GS-12 at the next meeting.

18. Meeting adjourned at 1120 hours.

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[REDACTED]  
Executive Secretary  
CSP/ORD

APPROVED:

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[REDACTED]  
Chairman, CSP/ORD

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